



The Commonwealth of Massachusetts
**EXECUTIVE OFFICE OF
HOUSING & ECONOMIC DEVELOPMENT**
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The Honorable John D. Keenan, Chair
House Committee on Tourism, Arts and Cultural Development
State House
Room 195
Boston, MA 02133

The Honorable Sonia Chang-Diaz, Chair
Senate Committee on Tourism, Arts and Cultural Development
State House
Room 413-C
Boston, MA 02133

Honorable Chairmen:

Pursuant to Chapter 354 of the Acts of 2008, the Creative Economy Council and the Executive Office of Housing and Economic Development is pleased to file the Creative Economy Council Report.

If you have any questions concerning this letter and report, please contact me (at 617-788-3626), or Jason Schupbach, Creative Economy Industry Director (at 617-788-3602).

Sincerely,

A handwritten signature in dark ink, appearing to read "Gregory Bialecki".

Gregory Bialecki
Secretary, Executive Office of Housing and Economic Development

Attachment: Report

cc:

Representative Robert A. DeLeo, House Speaker
Senator Therese Murray, Senate President
Michael Hunter, Undersecretary, Business Development
Jason Schupbach Creative Economy Industry Director
Anita Walker, Executive Director, Massachusetts Cultural Council
Betsy Wall, Executive Director, Massachusetts Office of Travel and Tourism
Arthur Robert, Acting Director, Massachusetts Office of Business Development

Creative Economy Council Mid-year Report

Executive Summary

Throughout its history Massachusetts has repeatedly reinvented itself—from maritime empire to manufacturing center to technology hub. Today's current economic environment and competitive global marketplace create a climate that calls for reinvention yet again. In this new economy, today's knowledge workers are considerably more mobile, with advances in technology, communication, and travel enabling them to live and work anywhere they prefer.

This paradigm shift works in Massachusetts' favor. The Commonwealth offers a unique blend of innovative spirit, culture, and geography that can attract and retain both individual entrepreneurs and larger companies. The Creative Economy provides a viable path within Massachusetts' innovation economy for sustainable growth and economic development. Furthermore, many economic impact studies demonstrate that a strong creative sector translates directly to a strong economy – our creative economy's economic impact is in the billions and well over 100,000 people are employed within it. The creative economy also strengthens traditional economic sectors, creating new jobs in the technical, service and management areas, and helping to revitalize downtowns and attract new businesses and residents.

Here in Massachusetts, we have the arts, culture, technology and talented workers to become a leader in the creative economy. Especially in this time of economic crisis, the creative economy represents one of the best assets the Commonwealth has to grow our way out of the recession.

Massachusetts is unique in that it recognized the importance of the creative economy much earlier than many other regions of the United States. Our revolutionary spirit has once again guided us well in the establishment of many local, regional and state-wide programs and initiatives that have supported the growth of this portion of our economy. That said, there is much work to be done.

The first phase of the Creative Economy Council's work was to engage the sector about needs, pressing issues, and potential places where the state government can intervene to sustain and grow its creative economy. These many suggestions have been compiled in this report, and few key areas of focus have emerged:

- Support for entrepreneurship,
- Rebranding Massachusetts as a creative state,
- Clarification on the data measurement for the creative economy,
- The need for continued state-provided financial support for cultural organizations, artists and tourism efforts, both in operating and capital funding, and
- Coordinated talent and workforce initiatives to support future job growth.

What is exciting is that these suggested areas of focus align perfectly with many of the efforts the Secretariat has undertaken to address the Commonwealth's overall innovation economy. As outlined in following sections of the report, the Council will work closely with all state agencies to guarantee that the concerns of the creative sector are included in current efforts.

The next steps for the Council are to synthesize the recommendations in this report into a strategic plan to grow the creative economy, both in the near-term time of fiscal restraint, and for when the economic recovers. The Council will be pulling together a strategic planning group charged with compiling legislative ideas and other efforts into an implementation plan, an update on which will be presented to the legislature in our report due December 2009.

The Creative Economy Council

The Creative Economy Council is an advisory Council to the Legislature and the Executive Office of Housing and Economic Development which was called to action by a law signed by Governor Patrick on October, 8th 2008. Its legislated purpose is to develop a statewide strategy for the enhancement, encouragement, and growth of the creative economy in Massachusetts, and to promoting through public and private means responsive public policies and innovative private sector practices. Council members are listed in Appendix Document 1.

The Legislation defines the creative economy to include “without limitation the many interlocking industry sectors that center on providing creative services such as advertising, architecture or creating and promoting intellectual property products such as arts, film, computer games, multimedia, or design.”

Legislated Duties

The Council is managed by the Executive Office of Housing and Economic Development, and is legislated to develop a statewide strategy for the enhancement of the creative economy by:

1. **Researching and evaluating studies** conducted in Massachusetts and other states to locate best practices;
2. **Restructuring state programs** by providing:
 - a. Recommendations to restructure economic programs within state government, and
 - b. Strategies and proposed legislation to provide linkage between programs;
3. **Establishing metrics** to measure the effect of the creative economy on other sectors of the economy by developing and conducting extensive statewide research and creating a database from the results;
4. **Fostering education and workforce development** in the creative economy sector by stimulating efforts to develop career pathways for creative industries;
5. **Online Resource Directory** : Research potential for a development and promotion of a directory to highlight the creative economy and its member companies and organizations ;
6. **Comprehensive Communications Program**: research the potential for a comprehensive communications program targeting member communities, orgs, stakeholders, and interested parties including, but not limited to, the promotion of networking across the creative economy sector; and
7. **Branding**: research methods to brand Massachusetts as a creative economy leader.

Council Methodology

The Council was launched at a major event with 300 attendees at the Institute of Contemporary Art on January 29th, 2009. Since that time, the Council decided that in order to best deliver on the tasks required by the legislation that it proceed by collecting the best policy/legislative recommendations for growing the creative economy by:

1. Polling the legislators on the Council for their suggestions for policy or legislative action for growing the creative economy;
2. Working with the Massachusetts Cultural Council (MCC) to get policy/legislative suggestions for cultural non-profits; and (The MCC also convened a very open-process ‘creative economy caucus’ in 2007, the suggestions of which are incorporated into this document.)

3. Forming a series of working groups to address issues and come up with policy/legislative suggestion for particular section of the creative economy. The following is a list of the Creative Economy Council Working Groups:
 - a. Tourism (chaired by Massachusetts Office of Travel and Tourism)
 - b. Creative Economy Researchers (chaired by the Massachusetts Office of Business Development)
 - c. Creative Industries/For-profit Businesses (chaired by the Massachusetts Office of Business Development)
 - d. Regional/Local Initiatives (chaired by the Creative Economy Association of the North Shore)
 - e. Artists (chaired by the Massachusetts Artists Leaders Coalition)

Where Massachusetts Currently Stands in Growing its Creative Economy

Massachusetts has a long history of being an innovator in supporting and growing the Creative Economy, including:

1. Groundbreaking studies completed in the 1990's by the New England Foundation for the Arts which defined and clarified the importance of the creative economy to the overall Economy for the first time in the US.
2. The Massachusetts Cultural Council provides organizational support grants for non-profit cultural organizations and grants for individual artists.
3. Massachusetts Cultural Council's Adams Arts Program for the Creative Economy funds projects that create jobs and income, revitalize downtowns, and draw visitors.
4. The Massachusetts Cultural Council's Cultural Facilities Fund provides Capital Grants and Feasibility and Technical Assistance Grants to promote the acquisition, design, repair, rehabilitation renovation, expansion, or construction of nonprofit cultural facilities in Massachusetts. In its first two years, Massachusetts Cultural Facilities Fund invested \$24 million in 120 capital projects that will account for \$800 million in construction costs create 5,700 jobs for architects, engineers, contractors, construction workers, and create 570 permanent cultural sector jobs.
5. The Massachusetts Office of Travel and Tourism's and Regional Tourism Councils' extensive work to grow and market the tourism industry in Massachusetts.
6. Extensive artist training and support programs performed across the state by many state-funded or partnering initiatives/organizations.
7. Several regional and/or local state-funded creative economy initiatives, including CreateBoston, The Creative Economy Association of the North Shore, BerkshireCreative, and the Worcester Cultural Coalition, to name a few.
8. The country's first Creative Economy Industry Director. Based in the Massachusetts Office of Business development, the director works to foster job growth and private investment in the creative for-profit industries.

Industry Initiatives:

- **Film, TV and Digital Media:** The *Massachusetts Film Office* markets the state for film productions and has several key workforce initiatives. The state also has a highly competitive *Film Tax Credit* and is working to develop *physical infrastructure* (film studios).

- **Design:** Massachusetts has incredible strengths in design, with over 40,000 designers in the state. The state has made strategic investments in to the creation of a new organization, *Design Industry Group of Massachusetts (www.DIGMA.us)*, which will work to advocate for design policy, validate the local design community through publishing a major new study, create a new central website, hold an Massachusetts’ first ever Design Festival, and work to creative innovation in other industries (such as manufacturing) by connecting them to the incredible design talent in Massachusetts.
 - **Videogames:** Massachusetts, home to the birth of the video game, *has one of the largest digital game development communities in the world with 76 companies*. The state is coordinating efforts to grow the industry and potentially fund an industry cluster initiative.
 - **Advertising:** Massachusetts has a strong advertising sector and has one of the world’s leading clusters of digital advertising. The State is planning several workforce initiatives with industry associations to feed the job growth in this industry.
9. ArtistLink, a collaboration in which the MCC participates, works with artists, artist groups, arts-minded organizations, real estate developers, municipalities, and other proponents to develop artist spaces.
 10. Matchbook.org, New England’s online marketplace which sparks connections between artists, presenters and communities.
 11. Hireculture.org, A dynamic website which lists job opportunities in the non-profit creative economy.
 12. The Cultural Data Project, a powerful online financial management and reporting tool for arts and cultural organizations in Massachusetts. The Cultural Data Project will provide nonprofit cultural organizations across Massachusetts with an array of powerful tools to understand, analyze and report on their own financial situation. It will make it easy for organizations to benchmark and compare their own data to aggregate information from other cultural organizations in the state. And it will help the nonprofit cultural community to make its case – to board members, potential donors, advocates, and policy-makers – for investment in the sector.

Summary of Policy/Legislative Suggestions for Growing the Creative Economy

Starting with the knowledge of all of the fantastic work that is already occurring, Council members and Working Group members were asked to identify their top priorities for the next three years for growing the Creative Economy. ***Full reports from the working groups, with greater detail are available in the Appendix, Documents 2-6.***

From Legislators:

1. Support H3547 – “Resolve establishing a commission relative to an index of creative and innovative education in the Commonwealth.” Also known as the “Creative Index Bill.” The Creative Index bill will establish a commission to establish a way to measure student’s creativity in schools.
2. Support S1800 – “An Act Relative to the Right of Publicity.” This bill is written to protect heirs of artists right to the artists work after an artist’s death.

From the Massachusetts Cultural Council:

1. Fully fund the Cultural Facilities Fund over the life of the legislation, and extend the program based on its success.
2. Preserve jobs in the non-profit cultural sector by fully funding organizational support in the MCC's Cultural Investment Portfolio.
3. Pass the Cultural Districts Bill H4013 and H4014.

From the Regional working group:

1. Finalize the definition/data collection methodology for the Massachusetts creative economy.
2. Market/Rebrand Massachusetts as the leading creative economy state.
3. Organize a Massachusetts creative economy association - more detail available in report.
4. See suggestions for funding , incentives and regional development in report.

From the Tourism Working Group:

1. Improve communication between tourism and cultural organizations.
2. Increase collaborative programs across regions.
3. Develop a more efficient way for tourism marketing entities to find cultural partners.
4. Develop more research programs, and share existing data to identify the common ground between the tourism and cultural sectors.
5. Some issues are perennial: seed funding for events and wayfinding signage. Both call for new approaches.

From the Research Working Group:

1. Get a better understanding of for-profit creative industry needs, map the industries and understand how to incentivize them.
2. Rebrand Massachusetts as a creative state.
3. Create seed funding for creative entrepreneurs.
4. Develop the workforce – focus on talent retention and build connections between business and universities.
5. Increase entrepreneurial/artist training.
6. Create trade missions for creative industries.

From the Artists Working Group:

1. *Artists Retention Legislation*: support legislation that protects artists' rights and helps grow the support environment for artists in the State, and oppose legislation that would harm artists' rights on both the state and national level. Please see report in index which references bills, including bill numbers SB1869, H1844, H1078, H3626, and SB1800.
2. *Marketing*:
 - a. Incorporate artists into any rebranding effort the state undertakes.
 - b. Create a Cultural Diplomacy Program (more detail in report)
 - c. Create a Touring Artists & Travel Grant Program to help fund artists to perform/present in other states and countries.
3. *Tourism*: Study the need for a compiled database of resources surrounding tourism, arts, events, and jobs within the Commonwealth and create a single, user-friendly "portal."

From the Creative Industries Working Group:

1. Rebrand Massachusetts as a creative state.
2. Develop a new hot creative signature event like SXSW in Austin or Spoletto.

3. Create more internships and clarify career pathways for creative industry students.
4. Create trade missions for creative industries.
5. Hire Massachusetts creative companies for State contracts.
6. Raise awareness of creative industries to the public and businesses.

Creative Industry Specific Suggestions:

Design

- Need to educate the public and businesses about the value of design, design community needs more visibility. (Note: Newly formed Design Industry Group of Massachusetts is addressing these issues).
- Help the State be a better client – it has archaic building policies.

Videogames

- Video game tax credit –it is needed if we truly want to increase the size and scope of the local videogame companies in the State.
- Need to educate the business community about how the videogame industry functions.
- Foster entrepreneurship.

Advertising

- Increase awareness of the industry at the state level, need to acknowledge the size of the industry here: advertising fuels companies and employees a lot of state residents.
- Increase the amount of local production companies.
- Increase the number of Massachusetts-based companies that hire Massachusetts talent to do their advertising.

Film TV

- Create an independent film fund, as raising money is the most difficult part of the process.
- Promote Massachusetts' creative content out to the world.
- Grow the qualified crew base for film as fast as possible. Need to keep pace from an infrastructure point of view – demand will increase over time.

Priorities and Next Steps

The creative economy must be seen as an essential part of the state's overall innovation agenda. The ingenuity and creativity the sector provide to the overall economy should be seen a keystone of Massachusetts' natural resource - brain-power - leading the next revolution in business, arts and tourism.

The previous listing of priorities demonstrates that while Massachusetts has made enormous progress in growing and supporting its creative economy, much work remains. While there are subtle differences in the needs of the creative economy's sectors, the issues are the same as much of the rest of the state's innovation economy - the need to grow the next generation of entrepreneurs, the need for the state to rebrand itself, the need for better data, and the need for concerted talent and workforce initiatives to support future job growth. Hence, it makes sense to incorporate any new efforts into existing efforts, or to use existing models to shape new ones. *Fundamentally important, also, is the continued need for financial support for cultural organizations, artists and tourism efforts, both in operating and capital funding.* Even in these difficult times, in order to continue the State's 3rd largest industry – tourism – these funds are essential.

Near-term Priorities

In the most recent meeting of the Council, some common themes emerged from the conversation which revealed the top near-term priorities for the Council moving forward. Because the Council carries a mandate which is unfunded, and given the extreme downturn in both the private economy and the public

budget, the Council will primarily focus in those initiatives which cost little, but accomplish a lot, i.e. those that can be done through inexpensive collaboration and move the innovation agenda forward quickly. Hence, it is useful to think of the work the Council will complete over the next year into a few low cost/high return efforts:

- **Data/Research** – The Council emphasized the need to finally clarify the State’s definition of the Creative Economy into measurable data points. The Council must work hard to finalize this definition by the end of the year, building on the definition in the legislation and coming to consensus. The Council will also work to share information across databases in the sector.
- **Branding/Visibility/Validation** – The Council will work to incorporate the creative sector across the many branding and visibility efforts occurring in the State, including looking into creating a signature event. For example, the Executive Office of Housing and Economic Development is currently coordinating many different branding efforts in the State to be consistent with the It’s All Here campaign. The Council will work with EOHD to make sure that creative businesses and places have their proper role in those efforts and link the creative work occurring in the state.
- **Talent Retention/Workforce** – The Council will work across agencies to push forward the many different workforce initiatives at the state, including an effort to build better relationships between universities teaching creative skills to businesses, artist mentoring programs, industry specific workforce programs (e.g. film office initiatives and YouthDesign) and working to help students better understand what opportunities exist for them in the creative sector.
- **Entrepreneurship** - The Council will work to support the next generation of creative entrepreneurs (games developers, design firms, social media companies, etc.), small businesses and artists by supporting artists retention legislation and incorporating creative entrepreneurs into existing support systems and opportunities, such as the newly announced MassChallenge (a venture funds competition to catalyze innovation and high-value job creation in Massachusetts).

Strategic Planning Group

While focusing on these near term efforts, the Council will also work to build legislation which will address many of the other needs and concerns mentioned in this report. The Council will form a strategic planning group, which will include at least one member of each of the working groups. The focus of the strategic planning group will be threefold:

1. To spend the next six months to a year putting together a comprehensive piece of creative economy legislation, a ‘Creative Economy Omnibus Bill.’ This bill will compile suggested pieces of legislation into one bill to prepare the creative sector for growth for when the economy recovers;
2. To outline the non-legislative work of the Council over years two and three; and
3. To assist the Council with setting its overall agenda and priorities.

The Council welcomes feedback on these ambitions and looks forward to pushing forward this agenda over the next few years.

Appendix

Document 1: Summary of the Creative Economy Council Bill

Working Group Reports:

Document 2: Research

Document 3: Regional

Document 4: For-profit Creative Industries

Document 5: Artists

Document 6: Tourism

Document 1: Creative Economy Council Bill Summary

Basics:

- The Council is based out of EOHED.
- Council meets 4 times a year.
- Council Bill expires 12.31.2012
- Bill signed into Law 10.8.08

Purpose:

1. Developing a statewide strategy for the enhancement, encouragement, and growth of the creative economy in MA and,
2. Promoting through public and private means responsive public policies and innovative private sector practices.

Creative Economy Definition:

“The Council may define the creative economy to include without limitation the many interlocking industry sectors that center on providing creative services such as advertising, architecture or creating and promoting intellectual property products such as arts, film, computer games, multimedia, or design.”

Legislated Duties (not limited to):

Develop a statewide strategy for the enhancement of the creative economy by

8. **Researching and evaluating studies** conducted in MA and other states to locate best practices, including reviewing the recommendations of :
 - a. “Innovation Agenda: Growing the Creative Economy in MA” – Statewide conference on May 3rd, 2006
 - b. Berkshire Creative Economy Report
 - c. Other statewide and regional research based recommendations
9. **Restructuring state programs** by providing:
 - a. Recommendations to restructure economic programs within state government
 - b. Strategies and proposed legislation (if necessary) to provide linkage between programs.
10. **Establishing metrics** to measure the effect of the CE on other sectors of the economy by developing and conducting extensive statewide research and creating a database from the results.
11. **Fostering education and workforce development** in the CE sector by stimulating efforts to develop career pathways for creative industries
12. **Online Resource Directory** : Research potential for a development and promotion of a directory to highlight the CE and its member companies and organizations
13. **Comprehensive Communications Program**: research the potential for a comprehensive communications program targeting member communities, orgs, stakeholders, and interested parties including, but not limited to, the promotion of networking across the CE sector
14. **Branding**: research methods to brand MA as a CE leader.

Reporting:

1. 1 Report due July 1,2009
 - a. report on Council’s investigations and study

- b. must include recommendations and any legislation proposed
 - c. See report filing instructions in legislation.
- 2. Annual Report due December 1:
 - a. report on previous year activities
 - b. must include recommendations on any legislation proposed

Membership:

- Members serve for 2 years, and may be reappointed.
- Council may adopt rules for appointing of members, and may increase or decrease number or members
- Members serve without pay

25 members

1. Sen. Stan Rosenberg
2. Sen. Sonia Chang-Diaz
3. Sen. Bruce Tarr
4. Rep. Sarah Peake
5. Rep. Daniel Bosley
6. Rep. Viriato Manuel DeMacedo
7. Greg Bialecki , Secretary of EOHED– CHAIR OF COUNCIL
8. Jonathan Hyde, Director of Research, designee of Betsy Wall, Director, MOTT
9. Anita Walker, Director, MCC
10. Jason Schupbach, Creative Economy Industry Director, designee for Patrick Cloney, Director, MOBD
11. Dan Hunter, Director, MAASH
12. Dr. Carlos Martinez-Vela, designee of Patrick Larkin, Director, John Adams Innovation Institute

Governor Appointees:

13. Tom Hopcroft, President and CEO, Mass. Technology Leadership Council
14. Paul Sacco, designee of John Murtha, Chairman, of the Mass. Lodging Association
15. Janine Harrod, designee of Peter G. Christie, President, Mass. Restaurant Association
16. Kay Sloan, President, Mass. College of Art and Design
17. Marty Meehan, Chancellor, UMass Lowell
18. Wendy Northcross, CEO, Cape Cod Chamber of Commerce
19. Deborah Belanger, CEO, Merrimack Valley Convention and Visitors Bureau
20. Mary Kay Wydra, President , Greater Springfield Convention and Visitors Bureau
21. Patricia Zaido, Director, Salem Partnership
22. Christine Sullivan, Representative of the Salem State College Assistance Corp.
23. Helena Fruscio, Rep. of Berkshire Creative Economy Initiative)
24. Erin Williams, Exec. Director, Worcester Cultural Coalition
25. Cheryl Warrick, Painter, Owner of Creative Economy Sole Proprietorship

Document 2: Creative Economy Council Research Working Group Report

Attendees:

Neil Alpert, NorthEastern University
Maren Brown, UMass Amherst
Ann Galligan, NorthEastern University
Jason Schupbach, MOBD
Beth Siegel, Mt Auburn Associates
Greg Wassal, NorthEastern University

Not in Attendance:

Clyde Barrow, UMass
David Borges, UMass
Michael Goodman, UMass
Karl Seidman, MIT
Stephen Sheppard, William College

Get a better understanding of for profit Creative Industry needs

- Examine the needs by industry – focus on what the individual industries need.
- Data shows newspapers and publishers are all in the top ten creative economy businesses by job - need resources devoted to these industries – they have significant challenges because of new technologies.
- Do more mapping of what is actually here.
- If you're subsidizing new firms – are you targeting the right industries?
- Non-profits are not footloose.
- For-profits are footloose and need aggressive incentives.

Look for best practices from other industries.

- Life Sciences Collaborative should be an inspiration.
- Look at the initial work of the Mass Technology Council – they made a group of diverse industries connect.

Rebrand Massachusetts

- Need to brand MA as a creative state and create an image as a creative place.
- Take advantage of major trade shows coming to the city – like SIGGRAPH.
- Need to get government offices working together on this issue.
- Change the image and it will do a lot to help keep people here.

Work on Talent Retention.

- Growing creative industries are increasingly staffed by young professionals who are sensitive to cost of living – entry level at companies can't afford to live here. But for some, cost is not an issue – a lot of creatives move to NYC because of the job opportunities.
- Quality of life for creative workers is also important.

Create Connectivity/Support Regionalism

- Good to help people connect across sectors - hold good networking meetings.
- Localism works in MA naturally.
- You need an administrative person to help jumpstart conversations.
- Open studios should be coordinated together.

- There's big creative content legal issues, this might be a way to get folks to gather around an issue – need leverage points to bring folks together.
- Why haven't we tapped into the major entertainment folks like Don Law?

Capital funding is essential

- Create Seed funding for creative entrepreneurs.

Build Connections between Business and Universities

- Understand how much talent the state is educating, analyze and put in one place all of the programs training people for creative jobs - that way corporations know where to go to.
- Help companies educate universities about what skill sets they need.
- Engage the institutions – Berkley, Emerson.
- Need more co-op programs for creatives to get students quickly employed into jobs.

Increase Entrepreneurial/Artist Training

- Individual artists are poorly prepared to go into their careers.
- There's no money available to offer programs to assist emerging artists – need subsidies for artist training – could work with higher education to help them train how to help artists set themselves up as a business.

Examples from other Regions/Countries

- There's no national focus on creative industries.
- Louisiana – Lt Gov had a big leadership role, he embraced creative industries as a core part of his agenda, setting up:
 - Website to market the state's creative potential,
 - Arts district legislation, and
 - Media industry incentives.
- Georgia - Website which showcases creative products and supports creative industries
- Lynn, MA - time bank set up where people offer up their services to help each other out. Regional organizations could administer a time bank.
- Ontario - Media industry incentives are very aggressive.
- RI – Last Lt. Gov set up statewide assistance to artists as small businesses.
- Michigan – Main Streets programs looking toward creative industries to provide training

Trade missions/ Exporting products

- Focus on assisting with the export of creative products and services – why don't we do creative economy trade missions?

Other Ideas/comments:

- Need permitting, licensing improvements to help creative businesses. Building code is a big issue for many creative workplaces.
- MCC can only really offer seed funding. EOHED needs to take the projects to the next level, by identifying key projects and helping ramp them up.
- Create enterprise zones for creative companies.

Document 3: Creative Economy Council Regional Working Group Report

5.28.2009 Meeting Attendees:

Helena Fruscio, Berkshire Creative

Christine Sullivan, Enterprise Center at Salem State, CEANS

Patricia Zaido, The Salem Partnership, CEANS

Jennifer Lincoln, CEANS

Erin Williams, Worcester, Worcester Cultural Coalition

Dawn Creighton, AIM Regional Director

1. Finalize the Definition of the Massachusetts Creative Economy

- i. Clarify *the North American Industry Classification System (NAICS)** codes included in the creative sector. Then count all jobs that exist within the Commonwealth under the chosen codes.
- ii. Clarify *Standard Occupational Classification (SOC)*** codes included in this sector. Cross-reference the chosen SOC codes with every industry across the commonwealth to get job count.
- iii. Add both jobs counts (i. and ii.) to get full Creative Economy job count across the Commonwealth
- iv. Utilize the final job count to fully account for the impact of the sector and unify the measures use by the creative economy practitioners throughout the state.

***The North American Industry Classification System (NAICS)* is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

**Standard Occupational Classification (SOC)* system is used by Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data.

2. Organize a Massachusetts Creative Economy Association

- i. Statewide, Public-Private partnership to advocate and support the Creative Economy (*Similar to Mass Biotech Council*)*

**The Massachusetts Biotechnology Council* is an association of more than 600 biotechnology companies, universities, academic institutions and others dedicated to advancing cutting edge research. The organization is that leading advocate for the Bay State's world premier life science cluster.

3. Market Massachusetts as the Creative Economy State

- i. Inter-industry tradeshow to highlight the work of the state's creative businesses and institutions to generate leads and connections and also brand Massachusetts as a center for creativity.
- ii. Support the development of the "*BuyMass.org*"* website developed to be the directory of Massachusetts Businesses to foster buying and economic activity within the Commonwealth.
- iii. Collect and market resources, programs, and incentives for creative businesses/organization within the State of Massachusetts. (Review best practices of Philadelphia and Seattle)

* *BuyMass.org* the Massachusetts Business-to-Business Network, features thousands of products and services from every corner of Massachusetts. It's all here, from computer software to candles, from biotech to basic research. BuyMass.org, powered by Associated Industries of Massachusetts, makes it easy to search this innovation-rich landscape for customers, suppliers, and even a good restaurant.

4. Funding and Incentives

- i. Expand Workforce Training Fund to include small businesses and non-profits. (explore funding options)
- ii. Creative Tax Credits earmarked for the Creative Economy
 1. Bottle Bill (non carbonated)
 2. .01% Increase in Sales Tax
 3. New Tax Credits
- iii. Micro-loan/Revolving Loan Fund for Creative Economy
- iv. Continue to fund the present Creative Economy support Organizations (i.e. MCC, Film Office, etc)

5. Regional Development

- i. Designate specific organizations as branches of the state's Creative Economy (Similar to MOTT's Tourism Branches or Gateway Cities)
- ii. If/when funds become available (through tax credits above) the designated organization would be funding priority.
- iii. Support the Section 1, Chapter 10 Legislation to designate zoning for the Creative Economy.
- iv. Support Broadband, way-finding networks, and the development of support systems for young Entrepreneurs.

Document 4: Creative Economy For-profit Working Group Report

Attendees

Carole Walton, Director, CreateBoston – Co-chair of Working Group
Paul Durant, Principal, Winter St Architects
Vicki Wu Davis, CEO, FrogHop
Andrew Graff, CEO A-G Advertising, Chair of the Board of the Ad Club
Ture Turnbull, Research Director, Committee on Tourism, Arts and Cultural Development
Nick Pageologos, Director Film Office
Celeste Wilson, Director, Arts and Business Council.
Frano Vilovich, Principal, KVH Architects, Co-Chair of DIGMA board
Kathy Kiely, Director, AdClub
Jon Radoff, CEO, GamerDNA, co-Chair of MassTLC Videogame cluster
Lisa Simmons, Director, Color of Film Collaborative
Tim Egan, Moody Street Pictures, Boston Emmys
Wyatt Wade, CEO Davis Publishing
Tim Rodenberger, Corporate Counsel, Avid
Beate Becker, Director, Design Industry Group of MA (DIGMA)
George Fifield, Director, Boston Cyberarts.

Unable to Attend:

Bill Knowlin, Rounder Records
Kiki Mills, Massachusetts Innovation and Technology Exchange
Michelle Baxter, ACTRoxbury
Brian Del Vecchio, Betahouse

Massachusetts is on the leading edge in supporting our creative industries, which we see as among the most important keys to economic development in the Commonwealth. According to research, there are over 14,000 creative industry businesses employing close to 80,000 people in Massachusetts. The Creative Industries we serve and are working to grow:

- ***Entertainment-Based industries:*** Film, TV, Digital Media, Videogames, Music and Publishing;
- ***Design:*** Architecture, Industrial Product Design, Graphic Design, Fashion and other design fields; and
- ***Advertising and Digital Advertising.***

We understand that the creative economy requires industry-specific policies, strategies and investments, and we are eager to work with industry stakeholders to determine what are the smartest tools we can use – and policy choices we can make – to support and grow this important sector of our economy.

Here are the challenges:

Massachusetts needs a new brand

- Need to change outside perception to attract young creatives.
- Is MA Sexy? People see us as conservative. This needs to be ‘the’ hot place to be.
- Need to be a place where people can bounce ideas off one another.
- Perception – neglect from the state around support for software innovation.
- There is a lot of creative innovation happening here and people just don’t know what’s going on.

Massachusetts needs a cool creative signature event

- Austin gets a lot of buzz and coverage; they market themselves as invested in music.
- SXSW put Austin on the map, creating a culture of people who live around Austin –building the important building blocks of digital media companies.
- State should do NXNE?

Workforce development

- Need more summer internships and direct connections between students and creative companies.
- Students need to know they can make connections here in these industries.
- There's a lack of an ecosystem of folks who have experience in the media industry in MA – don't have a comprehensive ecosystem like SF or Japan.
- Cost of living and cost of workforce are issues.
- Competitors have shifted low end software development work to Eastern Europe and China – these regions are 10-15 years out from being a low cost center that has a lot more capacity and quality of work. So we should shoot for the most talented and experienced folks since we will lose the low end.

Arts Education

- Promote arts education in k-12 – essential to support creative businesses.
- There is a challenge of getting arts and design education into our society – should get the same attention as math.
- Digital delivery of curriculum can help.
- Creativity index - legislation in place to measure creativity in schools – support it.
- Need digital arts education in k-12 also.

Export/trade missions

Why don't we do creative industry trade missions?

Hire Massachusetts creative companies for State contracts!

Industry Specific:

Design

- Need to educate the public about the value of design and about what architecture is.
- Need to educate businesses why better design is better for business. Design is a competitive advantage for a lot of different companies – how do you bring educate the whole economy on design? Need to demonstrate the value of design to business innovation – State /DIGMA can play a role in creating a new market for MA design firms.
- The State needs to be a better client – it has archaic building policies. Link state demand to state design assets. Have more design competitions.
- DIGMA – has formed a design cluster organization, the challenge is to bring it to scale. Demand by the design community vs. capacity of DIGMA is an issue.
- Need for visibility of design community is very high. DIGMA will raise the visibility for businesses here
- Can use state facilities as a venue for promotion of local designers.
- Need ambassadors for design – to help with visibility issues, needed to change the perception.
- Need to find a way to keep the youth design talent here.

Videogames

- Video game tax credit –it's needed if we truly want to increase the size and scope of the local videogame companies here. Need to bring outside companies to put offices in MA. Look at Montreal as an example. They have a strong tax incentive and lots of companies are moving there. A lot of MA companies going there. You have to look at the absolute cost though with Canada – they have high taxes in general so the credit can be high. It can't be tax credits alone – need to continue to advance the agenda to create the best competitive environment
- We make the best games here – have about 2000 employees. We have some good branch offices – 2K, Rockstar. We need more like Sega, EA, MS Games.
- MIT Gamit lab is very important and more should be built around it.
- There's a lot of great MIT entrepreneurs, like Firehose Games.
- The challenge we have is that people don't understand the industry, we need to educate folks about the industry
- Need to teach game designers architecture – how do we create connections between school programs?
- Important to foster entrepreneurship. Look at the way games are funded.
- Getting investors, VC angel more involved is a good thing.
- Need to be out there doing more visibility.
- Penny Arcade Conference coming is huge.

Advertising

- Low awareness of the industry at the state level, need to acknowledge the size of the industry here: advertising fuels companies and employees a lot of state residents.
- Proximity to Madison Avenue is a challenge.
- How do we keep assets/big brands/companies advertising business here in MA?
- Consolidation of corporations, not MA owned has created a challenge.
- MA advertising firms need to be hot and sexy as an industry; Boston has to been seen as where the best work is being done.
- From a production point of view – do we have the talent here? Need talent in music and photography – need to connect that to the talent pool with creative courses at BU and Emerson – need to keep the talent.
- From the client community – do they have the opportunities?
- State agencies should start with BID to do work – get state money to local ad agencies.

Film TV

- The Film Tac Credit has been very effective at bringing film productions to the state. Must build the people and physical infrastructure to grow and stabilize the business.
- TV ad revenues down.
- Broadcast companies are combining.
- We will also see a shakeup in radio soon.
- MA is the documentary capital of the world.
- You can stay and make a living in MA as a filmmaker.
- Independent film: \$\$ is the most important for succeeding in Independent film, it's very hard to raise \$\$ right now. You can raise money globally around the internet. Tax incentives help but you still have to raise money. Think about creating an independent film fund.
- We need to get our creative content out to the world.
- The film industry is more open to the younger generation - need summer mentoring and networking opportunities

- Major Challenge: rush of major film production has outpaced the workforce. Need to grow the qualified crew base as fast as possible. Need to keep pace from an infrastructure point of view – demand will increase over time.
- Expand the film tax credit to videogaming and the live performing arts.
- Economy effecting digital media companies because people are not buying as much film and TV
- We have to get aggressive to reduce the red tape for business – film has permitting problems.
- Film unions are doing great.

Digital Arts

- Cyberarts Festival interested in partnering to help create a festival like SWSX Interactive, get conferences and festivals to coordinate.
- Art Technology New England is creating a consortium of digital media artists in NE:
 - 4 parts – for profit, non profit, academic departments, and SIG; and
 - Also doing workforce development and portfolio review.

Other issues:

- There is not that much support for visual artists and musicians - how do we help them become more like entrepreneurs?
- Do these meetings regionally.
- Tax issues –
 - Tax credits only useful if you are making money.
 - In Quebec – they have refundable tax credit, even if you don't make a profit you receive funds in the amount of the credit. These have helped spur development.

Document 5: Artists Working Group Report

Massachusetts Artists Leaders Coalitions recommendations for the Creative Economy Council

INTRODUCTION—OVERVIEW

As the CEC works to preserve, strengthen and expand the vital role of artists in the Commonwealth's creative economy, the Massachusetts Artists Leaders Coalition looks forward to playing an active partnership role in designing and implementing measures to achieve this goal. For the next 3 years, in particular, we would ask the CEC to assign a high priority to the following goals and activities, listed below by general areas of interest. At this stage, of course, some of these goals can be described in more detail while others will require further definition. We look forward to doing that work with the Council.

YEAR ONE

FIRST PRIORITY IS ARTIST RETENTION:

Year 1: The CEC should support legislation that protects artists' rights and oppose legislation that would harm artists' rights on both the state and national level. This would include preserving and enhancing our Film Tax Credits; supporting the passage of the Disaster and Emergency Aid Fund for Massachusetts Artists—Senate Bill 1869, the change to the Independent Contractor Law—House Bill 1844, and the most recent amended version of An Act Relative Massachusetts Artists (Health Care)—House Bill 1078. The CEC should oppose House Bill 3686—An Act Relative to Eligibility for Cooperative Housing - its passage would harm artists co-ops and the CEC should oppose any national legislation on Orphan Works that would harm artists. The CEC can support these legislative initiatives by sending letters of support, making phone calls on behalf of SB 1869, HB1844, HB 1078 and to oppose HB 3686 and harmful Orphan Works legislation. The CEC will urge its various local constituencies to echo the CEC's actions on these pieces of legislation.

SECOND PRIORITY IS MARKETING

Year 1: The CEC will work with the artists community on any efforts to "re- brand" State's image in a way that highlights the contributions of the artists community through stories, demonstrations, and other means.

THIRD PRIORITY IS TOURISM:

Year 1: Support House Bill 4013—Establishment of Cultural Districts and House Bill 1844—An Act to Clarify Seasonal Employment. The CEC can support these bills by sending letters of support/calling on behalf of these legislative efforts and by urging support from the CEC's various local constituencies.

YEAR TWO

FIRST PRIORITY IS ARTIST RETENTION:

Year 2: The CEC will work with the artists community to create state-wide standards for affordable artists live/work spaces and work-only spaces and will also work with the artists community to create state-wide standards for "fair compensation" for artists' work.

SECOND PRIORITY IS MARKETING:

Year 2: Creation of a Cultural Diplomacy Program: Artists will represent the Commonwealth, take information about Massachusetts to other states and countries. Promotional tools and materials, created by state agencies like MOTT and the MCC, will be made available to the artists. The state will also help by leveraging its contacts in other states and countries for artists in the Cultural Diplomacy Program.

THIRD PRIORITY IS TOURISM:

Year 2: Compile resources and databases surrounding tourism, arts, events, and jobs within the Commonwealth and create a single, user-friendly "portal" for using them. Promote this database as a tool for facilitating a dialogue and collaborations among for-profits, non-profits, local governments, and tourism agencies.

YEAR THREE

FIRST PRIORITY IS ARTIST RETENTION:

Year 3: The CEC will work with the artists community to draft legislation that will create two state-wide programs based on tax credits. The first program will be for the owners of facilities who donate their facilities to artists or the arts community for performance, display, work space and/or living space. The legislation will stipulate that the award of tax credits for the space donation will be based on the full compliance with "fair compensation" standards and when applicable the state-wide standards for affordable artists live/work and work-only spaces. The second program will be a tax credit program for developers and/or communities who wish to create permanent artists live/work spaces and/or artists work-only spaces for rent and/or to purchase. Tax credits will be awarded based on the entities' full compliance with the state-wide standards for affordable artists live/work and work-only spaces.

SECOND PRIORITY IS MARKETING:

Year 3: Creation of a Touring Artists & Travel Grant Program: This program will help fund artists to perform/present in other states and countries.

THIRD PRIORITY IS TOURISM:

Year 3: Creation of Regional & Multi-Regional Collaborative Programs.

Document 6: Creative Economy Council Tourism Working Group Report

TOURISM WORKING GROUP

Betsy Wall	Massachusetts Office of Travel & Tourism
Wendy Northcross	Cape Cod Chamber
Deborah Belanger	Greater Merrimack Valley CVB
Mary Kay Wydra	Greater Springfield CVB
Paul Sacco	Massachusetts Lodging Association
Erin Williams	Cultural Development Office, City of Worcester
Jonathan Hyde	Massachusetts Office of Travel & Tourism

THE TOURISM/CULTURE LINK

Not every tourist is a cultural user and not every cultural user is a tourist. But tourists who visit Massachusetts and take advantage of Massachusetts' cultural attractions and events have a significant impact on the state's tourism economy. Two studies – one by Americans for the Arts and one by MOTT's research department – estimate that direct expenditures by domestic cultural visitors generate \$2 billion annually or 15% of Massachusetts' total visitor expenditures. Additional research shows that cultural visitors are older and more affluent than the average visitor, and they stay longer and spend more money. However, Massachusetts' share of U.S. cultural visitor spending has been relatively flat for several years, an indication that this tourism sector is highly competitive.

MOTT and the 13 regional tourism councils focus their marketing programs on visitors who stay overnight or travel at least 50 miles one way (the definition widely adopted throughout the U.S. travel industry). It's this visitor definition that defines the common interest of tourism and culture. When the Massachusetts tourism industry is successful at bringing in cultural visitors, it benefits the cultural sector. Likewise, compelling cultural programs can have a positive effect on the tourism economy.

This report consists of two sections: a list of policy and structural issues that, if addressed, would benefit cultural tourism marketing. And a compilation of current best practices by MOTT and the regional tourism councils that serve as models for expanded collaborations.

STRUCTURE OF THE TOURISM INDUSTRY

As a background to the report, here's how the Massachusetts tourism industry is structured.

The Massachusetts Office of Travel & Tourism (MOTT) is the state agency dedicated to marketing the entire state as a travel destination domestically and internationally. MOTT collaborates with other state agencies, authorities, and quasis, including the Massachusetts Cultural Council (MCC); the state's 13 regional tourism councils (RTCs); the Massachusetts Lodging Association (MLA), the Massachusetts Restaurant Association (MRA), and other destination marketing organizations (DMOs) throughout the state.

The RTCs are independent, not-for-profit, membership-based organizations that are supported, in part, by state grants administered by MOTT. They are responsible for marketing specific regions of the state and supporting MOTT's statewide marketing programs.

In addition to MOTT and the RTCs, tourism marketing is conducted by other regional and city-based destination marketing organizations, clusters of cultural and non-cultural attractions, and individual travel-related organizations and businesses.

MOTT’s marketing programs are open to all tourism-related organizations and businesses throughout the state. The RTCs, the MLA, and the MRA develop programs specifically for their members. (Some RTCs provide low-cost access to programs; see Best Practices.)

REGIONAL TOURISM COUNCILS

RTC

Berkshire Visitors Bureau
Southeastern Massachusetts CVB
Cape Cod Chamber
Central Massachusetts CVB
Franklin County CVB
Greater Boston CVB
Greater Merrimack Valley CVB
Greater Springfield CVB
Mohawk Trail
Martha’s Vineyard Chamber
Nantucket Island Chamber
North of Boston CVB
Plymouth County CVB

Markets

Berkshire County
Bristol County
Barnstable County
Worcester County
Franklin County
Suffolk, Norfolk and southern Middlesex counties
Northern Middlesex County
Hampden and Hampshire counties
Linear trail from Shirley to Williamstown
Dukes County
Nantucket County
Essex County
Plymouth County

POLICY & STRUCTURAL ISSUES

Several related issues rank high on the list of policy issues:

- improving communication between tourism and cultural organizations
- increasing collaborative programs
- developing a more efficient way for tourism marketing entities to find cultural partners
- developing more research programs, and sharing of existing data, to identify the common ground between the tourism and cultural sectors

Lack of broadband access was also cited by several regions. This issue is being addressed by the Massachusetts Broadband Institute and MassGIS.

Some issues are perennial: seed funding for events and wayfinding signage. Both call for new approaches.

Greater access to entrepreneurial and business skills training is on the list. Several RTCs are already collaborating with educational and business development organizations to deliver these services.

See chart on p. 17 for details.

BEST PRACTICES

The compilation of best practices was designed to inform tourism and cultural groups about the range of existing cultural tourism programs that are in place and to serve as models for future initiatives.

Many practices have universal application, such as tourism-culture collaborations, skills training, and bundling of events and programs. Others, such as mini-grants, are specific to a region's unique needs.

This list is simply a starting point; additional research would yield many more programs,

See chart on p.20 for details.

SPECIFIC POLICY/STRUCTURAL ISSUES

ISSUE	POSSIBLE SOLUTIONS	PRIORITY
RTCs, other destination marketing organizations (DMOs) and cultural umbrella groups don't always communicate with each other. Lack of communications sometimes results in missed opportunities to collaborate and/or unintended conflicts.	<p>Compile best practices for tourism-cultural sector collaborations with, and without, funding mechanisms.</p> <p>Lead agencies – MOTT and MCC – could convene periodic meetings with travel and cultural leaders to exchange ideas and trends.</p>	HIGH
Related: DMOs could develop more focused cultural programs if they had better access to visitor/user demographic data from cultural institutions.	Mass Cultural Council has contracted with C3D to work with cultural institutions on a new model for visitor demographic data collection and GIS mapping of data. The pilot focuses on Boston Center for the Arts; Colonial Theater, Pittsfield; Quilt Museum, Lowell; and the Worcester Art Museum.	HIGH
Related: DMOs looking for cultural partners face a plethora of individual and umbrella cultural organizations .	<p>Does Mass Cultural Council have a database that could be repurposed to address this issue?</p> <p>Or: Develop an online inventory of cultural and tourism resources that acts as matchmaker for collaborative programs.</p>	HIGH
Development of additional regional and multi-region collaborative programs .	MOTT has taken a lead role in this issue. RTCs are committed to developing more collaborative programs.	HIGH
Lack of consistent wayfinding signage for cultural institutions has a negative impact on visibility and attendance.	<p>Reevaluate MHD signage program; develop models for local signage systems that integrate with MHD program. Capitalize on new technology to develop virtual wayfinding systems.</p> <p>One approach: Worcester wayfinding initiative (to be implemented this year) includes signage, virtual technology, and public art.</p>	HIGH
Development of new cultural events is impeded by lack of	Funding sources TBD.	MEDIUM

seed funding.		
Cultural organizations, other creative businesses, and artists need greater access to entrepreneurial and business skills training programs.	Collaborative programs between RTCs, chambers, and university /college/regional business development centers. (See best practices.)	MEDIUM
Lack of Broadband access in some areas of the state is a fundamental barrier to growth of existing creative businesses and the ability to attract startups.	<p>Affordable broadband access needed in Berkshires, Franklin County and Cape and Islands (Woods Hole Oceanographic entities/community & other institutions of higher education, healthcare, research & development).</p> <p>Deploying broadband to underserved areas is a top priority of the Governor. The Massachusetts Broadband Institute and EEA's MassGIS are developing a mapping project that will identify priority areas for investments in broadband infrastructure. The initial focus of the mapping project is western Massachusetts.</p>	MEDIUM
Affordable, long-term artist housing/workspace .	Cultural District Legislation [Currently in Senate outside section: Municipal Relief, Section 17.] identifies mixed-use areas with high concentrations of cultural facilities. Districts encourage public-private partnerships; potential for state grants and incentives.	MEDIUM
What's the appropriate balance between supporting existing cultural tourism assets and developing new programs?	Topic for further discussion.	MEDIUM
Brain drain: creative talent pool diminished by college graduates who leave state.	<p>Develop programs (by who?) to retain greater number of students. Address jobs, housing issues, and strategies to get students engaged in communities while in school.</p> <p>Is the Boston Foundation still active in this issue?</p> <p>One approach: Worcester WOO Program which engages 12,000 college students in cultural activities in Central MA.</p>	LOW

	Program includes WOO card and free WOO bus transportation to cultural entertainment venues.	
Creative businesses need access to venture capital .	Solutions?	LOW
Strengthen creative economy branding.	Leverage special events and festivals to promote the brand.	LOW

SPECIFIC BEST PRACTICES

PRACTICE	EXAMPLES
Financial support for broad-based cultural events; development and management of large-scale events.	<ul style="list-style-type: none"> Franklin County: developed and sponsors the Green River Festival, Fiber Twist, and other events.
“Bundling”: marketing groups of cultural attractions and events under a common banner. This practice can result in a more compelling message to consumers. It’s particularly beneficial to cultural groups with limited marketing resources.	<ul style="list-style-type: none"> MOTT: seed funding for Mass Jazz, a statewide collaboration of jazz concerts, venues, and music schools. MOTT and Mass Cultural Council: joint marketing of cultural festivals under the WorldFest banner in FY08 and FY09. North of Boston: developed stand-alone web site, escapesnorth.org, to market cultural events and attractions. Martha’s Vineyard: Lighthouse Challenge – promotes island’s historic lighthouses; collaboration of five organizations.
Provide cultural institutions with marketing channels: web, print collateral, events calendars, e-newsletters, visitor centers, value programs, co-op ad opportunities, etc.	<ul style="list-style-type: none"> MOTT and all the RTCs: provide these marketing opportunities; MOTT for all cultural organizations, RTCs for members. RTCs and MOTT collectively produce a monthly cultural e-newsletter Worcester Cultural Coalition and Central Mass CVB: “Worcester: Who Knew?” – on-line and print cultural discount program.
Development of one-stop source(s) of cultural events information for visitors and Mass residents	<ul style="list-style-type: none"> New artsboston.org site provides comprehensive events information for Greater Boston and surrounding area in a highly visual interactive format; possibility of going statewide? Socialweb.net is a local, statewide and now national events website (created in MA) which allows for use entry. It is a free listing service.
Mini-grants (small-scale funding) from tourism organizations to cultural attractions	<ul style="list-style-type: none"> Several RTCs award mini-grants to support marketing programs by member organizations.
Affordable access to RTC membership/programs for artists and small, not-for-profit cultural groups	<ul style="list-style-type: none"> Cape Cod Chamber: provides memberships to individual artists for a nominal cost. North of Boston: provides arts organizations free listings on

	escapesnorth.org.
Business and entrepreneurial skill training for cultural organizations	<ul style="list-style-type: none"> ▪ Cape Cod Chamber: ongoing series of workshops and seminars – all collaborations with education and not-for profit groups. ▪ Franklin County: marketing and business skills workshops in collaboration with Greenfield Community College. ▪ Greater Springfield: annual series of roundtable discussions ▪ Greater Merrimack: collaboration with COOL on fundraising and event marketing seminars ▪ MOTT: Tourism U provides free marketing and research seminars open to all cultural and tourism organizations. ▪ Arts & Business Council: cultural marketing seminar series.
Cultural collaborations	<ul style="list-style-type: none"> ▪ Cultural Coast: collaboration of five RTCs to promote cultural assets to international visitors ▪ Greater Springfield: collaboration with Museums10 – collateral and marketing support for themed programs. ▪ MCC's Adams Grant program supports culture-based economic development programs. Programs include Roxbury Cultural Exchange, Escapes North, AHA!, River Culture, Cultural Pittsfield, and Discovering the Worcester Way.
Cultural trails and associated collateral	<ul style="list-style-type: none"> ▪ Cape and Islands: Cape and Islands Arts & Artisan Trail – collateral with self-guided itineraries to studios, galleries, and art and craft venues. ▪ Gloucester: new Rocky Neck Historic Art Trail – web site and print guide.
Exhibition venues for artists and cultural organizations	<ul style="list-style-type: none"> ▪ Cape Cod Chamber: exhibition space at visitor center and demonstrations under canvas. ▪ Massport: poster space and exhibition cases at Logan and Worcester airports. ▪ Worcester Windows: collaboration of regional artists and 68 cultural institutions to exhibit art in storefront windows and develop street art walks.
Showcasing of culture in brand and promotional campaigns	<ul style="list-style-type: none"> ▪ MOTT and all RTCs incorporate culture into their brand and promotional campaigns. The Berkshires, for example, is a region that is heavily dependent on cultural visitors and its brand campaign reflects this priority.

Collaboration with economic development programs	<ul style="list-style-type: none">▪ Worcester Cultural Development office: (housed in the office of economic development) public private partnership between City of Worcester and cultural institutions and artists
Online cultural ticket sales	<ul style="list-style-type: none">▪ Greater Springfield: ticket sales integrated into web booking engine.▪ MOTT: has capability to sell cultural tickets via Travelocity, its online booking engine
One-time marketing opportunities: exhibits, anniversaries, etc.	Greater Merrimack Valley: event development and marketing based on Jack Kerouac scrolls.

